

LINCOLN UNIVERSITY

DEPARTMENT OF BUSINESS AND ECONOMICS

BA 320 – ORGANIZATION BEHAVIOR AND ADMINISTRATION

**Course Units:** 3 Units

**Semester:** Summer 2013

**Dr. Merwyn A. “Pete” Bogue, Jr., Associate Professor of Business Administration**

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**Office Hours:** By appointment

**Course Description:** An analysis of individual, interpersonal, and group behavior within organizations and the influence of human, cultural, technological, structural, and environmental factors. Examined are practices of management, such as designing jobs and organizational structures, evaluating and rewarding performance, organizational and employee development, and other management processes. These techniques include high performance organizations, management by objectives, total quality management, and the like; it uses varied approaches to leadership, conflict management, change, and adaptation to the environment. (3 units)

**Prerequisites:** None

**Co-requisites:** None

**Instructional Materials and References:** Robbins, Stephen P., and Timothy A. Judge, “Essentials of Organizational Behavior,” 12<sup>th</sup> ed. (Upper Saddle River, New Jersey: Pearson Prentice Hall, 2013). ISBN-13: 9780132968508 (Be mindful of chapter numbering differences among editions)

**Companion Website:** [www.prenhall/robbins/](http://www.prenhall/robbins/) contains valuable resources for students, including an online study guide with short answer and essay quizzes.

**Topical Outline:** The course provides balanced coverage of all key concepts of Organizational Behavior. This includes not only traditional topics such as personality, motivation, and leadership, but also cutting-edge issues such as emotions, trust, work-life balance, workplace spirituality, knowledge management, and e-organizations. The topics of globalization and cross-cultural differences, diversity, and ethics are woven into the course.

**Instructional Methods:** Lectures supported by PowerPoint slides, discussion groups, class handouts and accompanying exercises, written and/or video case studies, Internet based exercises and/or quizzes, walking field trips to local businesses and/or government agencies, and guest lectures when appropriate.

**Assignments:** Various chapter behavioral objectives and readings in the textbook, related Internet exercises, written and/or video cases and selected case questions to be answered will be assigned during the course. Particular attention should be directed to chapter behavioral objectives and summaries containing implications for managers since they help to organize the content of the chapters and to identify the most important information to be included in the course examinations. Completion of chapter readings prior to class dates is essential not only to understanding the subject matter but also to enhancing the quality of participation in class.

### **Learning Objectives Keyed to Textbook Chapters:**

#### Chapter 1 Introduction to Organizational Behavior

- Define organizational behavior (OB)
- Explain the value of the systematic study of OB
- Identify the contributions made to OB by major behavioral science disciplines
- Describe how OB concepts can help make organizations more productive
- List the major challenges and opportunities for managers to use OB concepts
- Identify the three levels of analysis in OB

#### Chapter 2 Foundations of Individual Behavior

- Explain the relationship between ability and job performance
- Contrast the three components of an attitude
- Discuss the similarities and differences between job satisfaction and the other job attitudes discussed
- Discuss the causes and consequences of job satisfaction
- Understand how to shape the behavior of others
- Distinguish among the four schedules of reinforcement

#### Chapter 3 Personality and Emotions

- Explain the factors that determine an individual's personality
- Describe the Myers-Briggs Type Indicator personality framework
- Identify the key traits in the Big Five personality model
- Explain how the major personality attributes predict behavior at work
- Contrast terminal and instrumental values
- List the dominant values in today's workforce
- Identify Hofstede's five value dimensions of national culture

#### Chapter 4 Perception and Individual Decision Making

- Explain how two people can see the same thing and interpret it differently
- List the three determinants of attribution
- Describe how shortcuts can assist in or distort our judgment of others
- Explain how perception affects the decision-making process
- Outline the six steps in the rational decision-making model
- Describe the actions of the boundedly rational decision maker
- List and explain the common decision biases or errors
- Identify the conditions in which individuals are most likely to use intuition in decision making
- Contrast the three ethical decision criteria

## Chapter 5 Motivation Concepts

- Outline the motivation process
- Describe Maslow's hierarchy of needs
- Summarize criticisms of the Two-factor Theory
- List the characteristics that high achievers prefer in a job
- Summarize the types of goals that increase performance
- Discuss ways self-efficacy can be increased
- State the impact of under-rewarding employees
- Clarify the key relationships in expectancy theory

## Chapter 6 Motivation: From Concepts to Applications

- Discuss the ways in which employees can be motivated by changing the work environment
- Explain why managers might want to use employee involvement programs
- Discuss how the different types of variable-pay programs can increase employee motivation
- Describe the link between skill-based pay plans and motivation theories
- Explain how employee recognition programs affect motivation

## Chapter 7 Emotions and Moods

- Differentiate emotions from moods
- Discuss the different aspects of emotions
- Identify the sources of emotions and moods
- Describe external constraints on emotions
- Discuss the impact emotional labor has on employees
- Discuss the case for and the case against emotional intelligence
- Apply concepts on emotions and moods to OB issues

## Chapter 8 Foundations of Group Behavior

- Differentiate between formal and informal groups
- Explain how role requirements change in different situations
- Describe how norms exert influence on an individual's behavior
- Explain what determines status in groups
- Define social loafing and its effect on group performance
- Identify the benefits and disadvantages of cohesive groups
- List the strengths and weaknesses of group decision making
- Contrast the effectiveness of interacting, brainstorming, nominal, and electronic meeting groups

## Chapter 9 Understanding Work Teams

- Explain the growing popularity of teams in organizations
- Contrast teams with groups
- Identify four types of teams
- Specify the characteristics of effective teams
- Explain how organizations can create team players
- Describe conditions when individuals are preferred over teams

#### Chapter 10 Communication

- Describe the communication process
- Contrast the advantages and disadvantages of oral versus written communication
- Compare the effectiveness of the chain, wheel, and all channel networks
- Identify the factors affecting the use of the grapevine
- Discuss how computer-aided technology is changing organizational communication
- Identify common barriers to effective communication
- Describe the potential problems in cross-cultural communication

#### Chapter 11 Leadership

- Contrast leadership and management
- List the traits of effective leaders
- Define and give examples of the Ohio State Leadership dimensions
- Compare and contrast trait and behavioral theories
- Describe Fiedler's contingency model
- Define the qualities of a charismatic leader
- Contrast transformational with transactional leadership
- Identify when leadership may not be necessary
- Explain how to find and create effective leaders

#### Chapter 12 Power and Politics

- Contrast leadership and power
- Define the five bases of power
- Explain which bases of power are most effective
- List and define nine influence tactics
- Distinguish between use and effectiveness of influence tactics
- List the individual and organizational factors that stimulate political behavior
- Explain how defensive behaviors can protect an individual's self-interest
- Identify seven techniques for managing the impression one makes on others
- List the three questions that can help determine if a political action is ethical

#### Chapter 13 Conflict and Negotiation

- Define conflict
- Differentiate between the traditional, human relations, and interactionist views of conflict
- Contrast task, relationship, and process conflict
- Outline the conflict process
- Describe the five conflict-handling intentions
- Contrast distributive and integrative bargaining
- Identify the five steps in the negotiation process
- Describe whether there are individual differences in negotiator effectiveness

#### Chapter 14 Foundations of Organization Structure

- Identify the six key elements that define an organization's structure
- Explain the characteristics of a bureaucracy
- Describe a matrix organization
- Explain the characteristics of a virtual organization

- Summarize why managers want to create boundaryless organizations
- Contrast mechanistic and organic structural models
- List the factors that favor different organizational structures
- Explain the behavioral implications of different organizational designs

#### Chapter 15 Organizational Culture

- Define the common characteristics that make up organizational culture
- Contrast strong and weak cultures
- Identify the functional and dysfunctional effects of organizational culture on people
- List the factors that maintain an organization's culture
- Identify and describe the phases of organizational socialization
- Clarify how employees learn an organization's culture
- Explain how an ethical culture can be established
- Characterize a customer-responsive culture

#### Chapter 16 Organizational Change and Development

- Describe forces that act as stimulates to change
- Contrast two views of change
- Summarize Lewin's three-step change model
- Describe factors that lead to resistance to change and how resistance can be reduced
- Explain the values underlying most organizational development (OD) efforts
- Contrast continuous improvement processes and process reengineering
- Describe potential sources of, and ways of managing, work stress
- List characteristics of a learning organization
- Explain how organizational change may be culture bound

#### Assessment Criteria:

##### Grading (Grade Point Conversion):

A	Superior	4.0
A-		3.7
B+		3.3
B	Above Average	3.0
B-		2.7
C+		2.3
C	Average	2.0
C-		1.7
D+		1.3
D	Passing	1.0
F	Failure	0

##### Grading Scale (Point/Grade Conversion):

<b>100-95</b>	<b>A</b>	<b>76-74</b>	<b>C</b>
<b>94-90</b>	<b>A-</b>	<b>73-70</b>	<b>C-</b>
<b>89-87</b>	<b>B+</b>	<b>69-65</b>	<b>D+</b>
<b>86-84</b>	<b>B</b>	<b>64-60</b>	<b>D</b>
<b>83-80</b>	<b>B-</b>	<b>59 or &lt;</b>	<b>F</b>
<b>79-77</b>	<b>C+</b>		

**Assigned Grade Percentages:**

35% Mid-term exam

35% Final exam

20% Class exercises and/or case studies

10% Attendance

**Course Standards:** Students will be responsible to attend all lectures and complete the textbook chapter readings prior to lectures, mid-term examination, final examination, assignments including written and/or video case study analyses, class exercises and/or quizzes, participate in class discussions, and field trips when applicable.

**Integrity and Quality of Scholarship:** Integrity of scholarship must be maintained at all times. Plagiarism (copying directly from an author's work) is not permitted. All written work is to be word-processed unless otherwise indicated and should reflect college-level ability in English structure, grammar, spelling, and sophistication of analysis.

**Methods of Evaluating Students:**

**Attendance: Regular attendance at classes is essential.** Excessive absences may result in lowering of the final course grade or even dismissal from class resulting in a loss of credit. Absences due to illness may be excused provided the absence excuses are accompanied by a licensed medical practitioner's signed note or letter attesting to the period of illness. Students are responsible for making up the class work missed.

**Examinations:** The mid-term exam covering chapters 1– 8, and the final exam covering chapters 9-16, will each consist of short answer and/or essay questions evaluating the student's understanding of the basic concepts, terms, processes, and issues covered in the course.

**Case Studies:** Students may be required to submit assigned case studies. Your case study solutions should cover the case scenarios in some detail, sources in addition to the class text should be used such as outside readings, computer searches, etc., the bibliographies, as well as facts and figures, must be documented by proper annotation and referencing, and you should summarize the outcome or major concluding points of the case studies applying relevant concepts, theories, systems, strategies, and practical applications found in your textbook. You may submit attachments with your case studies, graphs, charts, etc., but sources must be properly documented.

**Supplemental Materials:** Handouts and/or exercises may be distributed during the class on OB related topics as deemed appropriate by the instructor.

**Modification of the Syllabus:** The instructor reserves the right to modify this syllabus at any time during the course. An announcement of any changes will be made in class.

**NB (Note well):** Read all assigned chapters in preparation for examinations without regard to lectures which may supplement rather than follow text.

**Electronic Devices:** Cell phone ringers must be turned off while in the classroom and placed in a vibrating mode. If you must answer a call, please do so in the hallway outside the classroom where you will not disturb other students. Laptops are permitted in class but can only be used to run the textbook

chapter outlines and/or take notes while the lectures are in progress unless otherwise instructed.

**Meeting days/times:** Tuesday/Thursday, 6:30 PM to 9:15 PM

Tuesday, June 11, Chapter 1, Introduction to Organization Behavior  
Chapter 2, Foundations of Individual Behavior  
Thursday, June 13, Chapter 3, Personality and Values  
Chapter 4, Perception and Individual Decision Making  
Tuesday, June 18, Chapter 5, Motivation Concepts  
Thursday, June 20, Chapter 6, Motivation: From Concepts to Applications  
Tuesday, June 25, Chapter 7, Emotions and Moods  
Thursday, June 27, Chapter 8, Foundations of Group Behavior  
Tuesday, July 02, Mid-term Exam (Chapters 1-8)  
Thursday, July 04, Independence Day Holiday  
Tuesday, July 09, Chapter 9, Understanding Work Teams  
Chapter 10, Communication  
Thursday, July 11, Chapter 11, Leadership  
Tuesday, July 16, Chapter 12, Power and Politics  
Chapter 13, Conflict and Negotiation  
Thursday, July 18, Chapter 14, Foundations of Organization Structure  
Tuesday, July 23, Chapter 15, Organizational Culture  
Chapter 16, Organizational Change and Development  
Thursday, July 25, Final Exam (Chapters 9-16)  
ALL ASSIGNMENTS DUE; NO EXCEPTIONS!  
Friday, July 26, Seven Week Summer Session Ends

**Date Syllabus Was Last Reviewed:** May 29, 2013